

# PROFESSORS' SALARY SCALE GIVES FAIR COMPENSATION

## Scholarships and Teaching Ability Assure Increases Each Two Years By University of California Plan

Men Not of Special Eminence Benefit by New Scheme, Says Dr. Barrows.

BUILT ON 'NORMAL RATES'

Shortage of Good Instructors Foreseen Unless Pay Is More Reasonable.

This distinguished educator prepared the accompanying statement recently, presenting the University of California's plan of academic compensation, together with certain considerations which have been influential in determining the scale of salaries.

By DAVID P. BARROWS, President of the University of California.

AMERICAN university teachers were afforded an unprecedented opportunity to exhibit their versatility and capacity during the months of the war when the nation had such desperate need of trained and informed men. The adaptability of university teachers to all sorts of situations, administrative as well as technical, their success and the appreciation which their services evoked have had a stimulating and interesting effect upon universities.

This result has created difficulties for the universities themselves, as it has led to considerable numbers of teachers being drawn into public and business careers.

It may be said at once and positively that universities cannot compete with the financial rewards of private business. University salaries must be based upon a lower and entirely distinct scale from the compensation paid by American business for comparable talent and administrative capacity.

The attractions of a university career to men of intelligence and personality must remain other than financial. The university professor, like the man who enters the public service or the army or the navy, must, unless he has independent means, be reconciled to the prospect of remaining a relatively poor man.

The attractions of university life lie in its freedom, its opportunity for the exercise of the highest spiritual activities, its social distinction, and finally, in the surety of tenure, the prospects for continuous though moderate advancement, and the assurance of a retiring provision when the university's interests recom-

mend a teacher's withdrawal from active service. If university-trained men were actuated primarily by economic motives the prospects of recruiting university faculties would be hopeless, but economic motives are not the most influential with the class of men fitted by talent and training for university careers.

The appeals which university life and the public service make are becoming stronger in America. The teacher who combines specialized knowledge with general culture, who has advanced by foreign travel and acquaintance, and who has alternated periods of academic life with experience in public affairs, seems to be the nearest approach in America to the class of English public men who by reason of rank, breeding and traditional influence play so important a part in the social and public life of Great Britain. It is this type of man whom American universities should seek to secure as their scholars and teachers, and to accomplish this result the academic profession must attract young men of unusual intellectual endowment and personality, and should be open to no others. It appears that for a considerable period in America

there will be a shortage of university teachers. The increase of demand through the recent rapid growth of university attendance has coincided with the raising of standards and an actual diminution of supply.

A Teacher First Gets a Salary of \$1,800 Per Year

The University of California has adopted a four year probational period for the teacher of this category. We appoint him at \$1,800. We assure him of a \$200 advance each year for four years. At the end of four years he is presumably between 29 and 30 years of age and is receiving a salary of \$2,800. This salary has permitted no relaxation of effort, no degree of luxury in his life and little or no opportunity for travel; but it has permitted him to marry, to provide for the birth of one or more children, to add every few weeks a new book to his library, to subscribe to learned publications, and to keep out of debt. If he has made the expected progress he is ready for promotion to the grade of "assistant professor" with a salary of \$2,700. This after a couple of years may be followed by another promotion to \$3,000.

American universities are undoubtedly making strenuous efforts to increase the support of the academic profession and to add to its appeal. The enhanced cost of living combined with other alterations of the war to make the old standards of compensation obsolete and inequitable. I have the impression, however, that in some instances American universities have proceeded too rapidly and even heedlessly in lifting the scale of salaries and particularly in conferring undue rank upon immature men whose scholarship has not been fully demonstrated. The University of California has at least not made this mistake. We have rather fallen appreciably behind other American universities of like importance and reputation, and in spite of the fact that much was done in the budgets for 1919-20 and 1920-21 to better salaries, a certain retardation of improvement has been inevitable.

The generous provision for the university made by the last Legislature now makes it possible for the University of California to attain an improved and definite scale of academic compensation based upon a plan authorized by the regents in March, 1920. My own belief is that our plan is adequate and may stand indefinitely without serious criticism in America appreciably altered.

The grade of "associate professor" follows at about the age of 35 or 36, and as now arranged in this institu-

### Discusses Pay for Educators



DAVID P. BARROWS.

tion has three scales of compensation—\$3,300, \$3,600 and \$3,900. Experience seems to indicate that an aspiring and progressive young man should have the satisfaction of receiving the merited recognition of a university as often as every two years. This plan provides a possible increase in salary of \$300 at each such period. At the age of 39 or 40 he may be ready to be considered for appointment to the highest academic distinction which a university can bestow, the grade of "professor."

In the University of California this rank is given only after a most careful weighing of a man's achievements by his mature colleagues. The rank of professor is accorded for clear demonstration of the possession of a strong and cultivated personality, success as a teacher, and actual achievement in some field of scholarship. We will say that such a man is now 40 and that he has the lowest compensation of the professorship, \$4,000. There is considerable latitude in the authorized salaries of professors, \$4,000 to \$8,000 a year. The higher salaries are conditioned by several factors—a man's eminence as a scholar and teacher, his vitality as maturity passes into advanced years, his serviceability as a citizen of the academic community, and his gifts in training disciples and enlarging the field of knowledge. The proposed salary figures above \$4,000 are \$4,500, \$5,000, \$5,500, \$6,000, \$6,500, \$7,000, \$7,500, \$8,000. The highest grades are reserved for men of especial eminence and value, and will supposedly be held by a very small number of men. The years from 40 to 50, however, should be years of a man's best academic productivity; the rewards of life should now flow in; the years of obscure work and hard endeavor are receiving their recognition.

Men of Unusual Minds to Advance Even When Others Have Stopped

The University of California plan would permit the typical professor between the ages of 40 and 50 to receive at least four times an augmentation of salary of \$500 and at the latter age arrive at a salary of \$6,500. He has fifteen years further service between the ages of 50 and 65 before retirement comes. If from the age of 50 onward it appears clear that the best work of the man has been done, and that with a lowering vitality there is a loss of interest and a diminution of productivity, then it may well be that this salary of \$6,500 should remain his permanent compensation, but the man of unusual mind and strength should continue to advance his reputation

and enhance the value of his service during this period. If such progress continues, the recognition of the University should follow; if it does not and the professor remains at \$6,000 until the age of 65, he then leaves the active teaching service at a retiring salary of \$4,000.

What has been sketched here should be further conditioned by two additional statements: the salaries here given are exclusively "professorial"; they do not embrace the "honorary" or emoluments paid to a man of administrative gifts who fills such positions as those of "director" or "dean." It is the policy of the University of California to pay an additional sum for this service, which represents a surrender of a considerable part, or the whole, of a teacher's freedom for devotion to the administrative service of the institution. All administrative positions within the university are of indefinite tenure.

The second factor is this: While the normal advancement of a university professor is much as is sketched above and may be tabulated as set out below, the university is eager to advance a man more rapidly if his abilities so recommend. In introducing a normal rate of advancement a university cannot afford to establish a fixed routine of promotion or to fail to reward youthful results that are brilliant and precious to mankind. Subject to these conditions, which must be constantly borne in mind, the following normal plan of advancement is presented:

Table Showing Increases From Instructor to Professor

Age	Grade	Salary
26-28	Instructor	\$1,800
28-29	Instructor	2,000
29-30	Instructor	2,400
30-31	Assistant professor	2,700
31-32	Assistant professor	3,000
32-33	Associate professor	3,300
33-34	Associate professor	3,600
34-35	Associate professor	4,000
35-36	Professor	4,500
36-37	Professor	5,000
37-38	Professor	5,500
38-39	Professor	6,000
39-40	Professor	6,500
40-41	Professor	7,000
41-42	Professor	7,500
42-43	Professor	8,000

Higher recognition for exceptional services and greater distinction, \$6,500, \$7,000, \$7,500, \$8,000

65-66 Usual age for retirement from active teaching

The university is endeavoring to build up research funds and research endowments out of which can be made allocation of funds to assist men in the prosecution or the culmination of scholarly investigations. The cost of completing certain researches is sometimes considerable, and cannot be met by the private resources of a professor or the budget allotments to his department for "assistance and expense."

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